

29 December 1955

MEMORANDUM FOR: Assistant Deputy Director (Support)

SUBJECT: Unresolved Problems Identified During the Special  
Clandestine Services Orientation Courses

REFERENCES: (a) Memo dtd 8 Aug 55 to DTR fr Acting DD/S, same subject  
(b) Memo dtd 6 Oct 55 to Comptroller fr DTR, subject:  
"Administrative Handbook (Finance Portion)"

1. In reference (a), you requested further study of certain problems which were identified during the presentation of the Special CS Orientation Courses. A report of progress toward solution of these problems follows.

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4. Procurement of Experienced Case Officers to Serve as Instructors in OTR.

This has always been, and continues to be, the most difficult single problem of OTR. Many approaches have been tried in the past without success. Currently, OTR is attempting to solve the problem by working with the Clandestine Services Career Service Panel. Members of this Panel were

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briefed on the problem in October 1955, and are attempting to establish procedures aimed at facilitating orderly rotation of personnel between OTR and DD/P.

5. OTR has provided the CS/CSP with a list of persons believed to have potential as instructors. The Panel is now checking this list to determine who will be available. It is also reviewing Returnee questionnaires for indications of persons who might be desirable for OTR positions.

6. The Panel is sincerely trying to resolve the various difficulties inherent in the situation, but it is too early to judge how successful this effort will be. To date the Panel has not referred anyone to OTR. At the same time, other approaches to DD/P at various levels are continuing. OTR is not inflexible in the matter of the length of a tour, which can be adjusted to fit the individual situation.

**7. Determination of the Kind and Amount of DD/S-type Training Needed by Case Officers.**

This question is one facet of the continuing general problem of determining what is to be taught. Over the years, OTR has been continuously creating and revising courses, training methods and materials, according to its best estimates of the needs of the operating components, which have normally been unable to specify their requirements in detail. These estimates are reached through consultation with the operating components at all levels, debriefings of experienced personnel, and analysis of available data and cases. These estimates must then be adjusted to the practical realities of the availability of experienced instructors, space, and students.

8. Since last spring, OTR has been engaged in planning and creating a new 16-week course for field case officers. One of the primary objectives of this course is to provide proficiency in the administration of operational projects. The proposed content of this course has been fully coordinated with elements of DD/P, through the Clandestine Services Training Committee. It is believed that the course will give case officers the training they need in the principles and procedures of operational support. If, after the first running, the coverage is found to be insufficient, it will be adjusted. Those case officers who do not need the 16-week Operations Course may get instruction in support procedures by taking the administrative phase of the Operations Support Course.

9. Acting on the suggestions of the Auditor-in-Chief and other officials, OTR began about two years ago to broaden and intensify the coverage of administrative support in its operations courses. In particular, the

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subject of fiscal procedures and responsibilities has been increasingly emphasized. This has been possible because of the rotation of highly qualified individuals from the Comptroller's office to serve as instructors in this specialized field. The three instructors recently received from DD/S offices, working together with instructors possessing case officer experience, should be able to make a considerable contribution to the determination and presentation of appropriate DD/S-type instruction.

**SIGNED**

**MATTHEW BAIRD  
Director of Training**